



A Report
to the
Board of
Supervisors

Maricopa County
Internal Audit
Department

Ross L. Tate
County Auditor

Certification of Selected Performance Measures

*Only 51% of the Measures Reviewed
Could be Certified*

May ■ 2010

Agencies Included in this Review:

- *Assessor's Office*
- *Attorney's Office*
- *Public Defense Services*
- *Public Works*
- *STAR Call Center*

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The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

The mission of the Internal Audit Department is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

The County Auditor reports directly to the Maricopa County Board of Supervisors, with an advisory reporting relationship to the Citizen's Audit Advisory Committee.

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"Do the Right Things Right!"



Maricopa County

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May 13, 2010

Don Stapley, Chairman, Board of Supervisors
Fulton Brock, Supervisor, District I
Andrew Kunasek, Supervisor, District III
Max Wilson, Supervisor, District IV
Mary Rose Wilcox, Supervisor, District V

We have completed our fiscal year (FY) 2010 Performance Measure Certification audits of selected agencies. We performed these audits in accordance with the annual audit plan approved by the Board of Supervisors. As part of our review, we verified the accuracy of reported results and the adequacy of procedures used to collect, calculate, and report Managing for Results (MFR) data.

Highlights of this report include the following:

- 21 (51%) of the 41 measures reviewed were certified
- Accuracy of measures reviewed this year exceeded those reviewed in FY 2009

We reviewed the following agencies:

- Assessor's Office
- Attorney's Office
- Public Defense Services – Offices of the Legal Defender, Juvenile Defender, and Public Defense Services
- Public Works – Solid Waste and Transportation Departments
- STAR Call Center

We summarized our review of these County agencies in the attached report. If you have any questions, or wish to discuss the information presented in this report, please contact Richard Chard at 506-7539.

Sincerely,

A handwritten signature in dark ink that reads "Ross L. Tate".

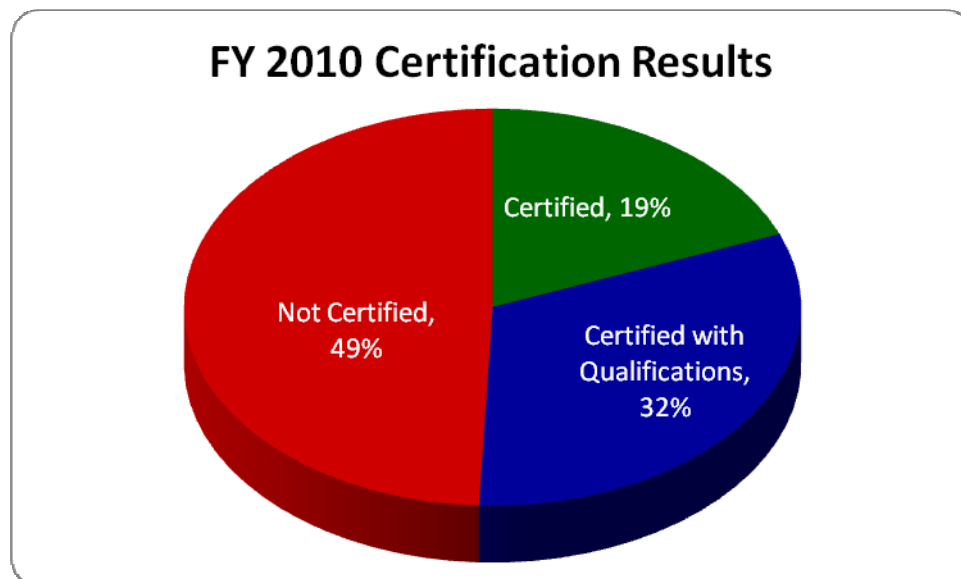
Ross L. Tate
County Auditor

Executive Summary

Fiscal Year 2010 Certification Results

We reviewed 41 Managing for Results (MFR) performance measures from five County agencies. As part of our review, we verified the accuracy of reported results and the adequacy of procedures used to collect, calculate, and report MFR data. A summary of the certification results are shown in the charts below.

Agency	Certified	Certified with Qualifications	Not Certified
Assessor's Office	1	3	0
Attorney's Office	0	0	5
Public Defense Services <ul style="list-style-type: none">Juvenile DefenderLegal DefenderPublic Defense Services	2 3 0	0 0 10	0 0 0
Public Works <ul style="list-style-type: none">Solid WasteTransportation	0 2	0 0	6 8
STAR Call Center	0	0	1
Totals	8	13	20



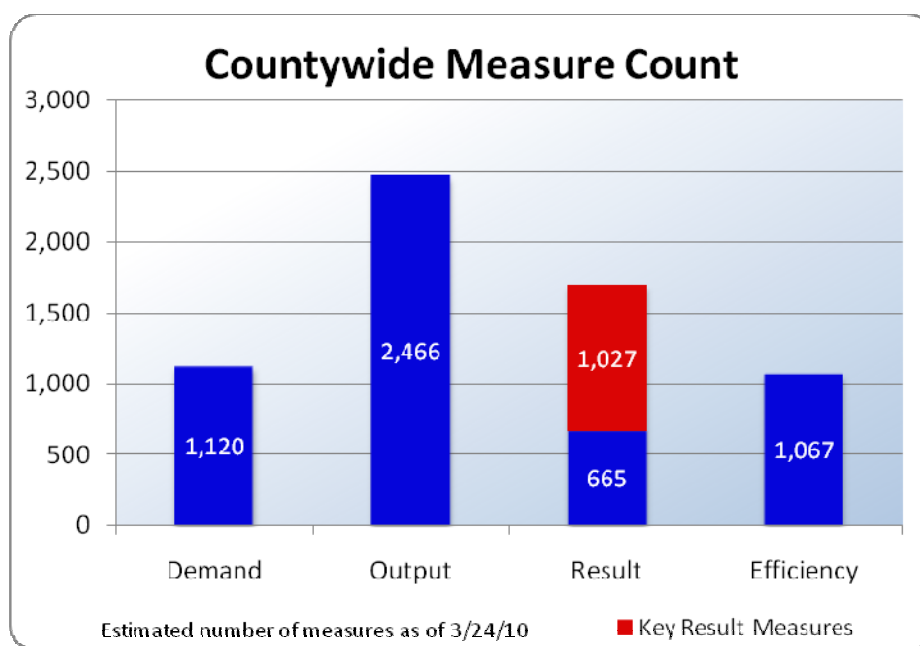
Overall, we recommend agencies improve procedures for data collecting, calculating, and reporting performance measures.

Introduction

Managing for Results

According to the Government Accounting Standards Board, citizens “need performance information on public programs, such as outcomes and efficiency data, in order to understand the consequences of public policy and operating decisions.”¹ In Fiscal Year (FY) 2001, the Maricopa County Board of Supervisors adopted a performance measurement initiative called Managing for Results (MFR). Agencies report the degree of success of their various activities by measuring and reporting performance measures results. The MFR initiative represents Maricopa County’s commitment to transparency and accountability to citizens and other County stakeholders.

Each County agency has activities, or sets of services with a common purpose or result. Activities can range from recording documents to transporting jail inmates. In order to measure the performance of an activity, each activity has a family of measures. These families consist of at least one of each of the following measure types:



Our reviews focused on key result measures

- **Demand** – Number of total units of service or product requested, required, or demanded by the customer
- **Output** – Number of units of service produced or delivered to the customers and/or the number of customers receiving products or services

¹ GASB Special Report: Reporting Performance Information—Suggested Criteria for Effective Communication, August 2003

- **Result** – Impact of benefit the customer experiences as a consequence of receiving the services of the activity
 - **Key Result** – Summarizes the results of the activity, often linked to a strategic goal as an indicator of progress towards achievement of the goal
- **Efficiency** – Average unit cost or expenditures of a result or output measure

Our certification program, described below, focuses mostly on key result measures, as these are the most directly aligned with the County's strategic goals.

Certification Program

As part of our annual performance measure review, we analyze agency procedures for collecting, calculating, and reporting performance related data to ensure these processes sufficiently support accurate and reliable data. To validate the accuracy of reported performance measures, Internal Audit developed the Performance Measure Certification (PMC) program, which assigns a certification rating to each measure reviewed according to the table below.

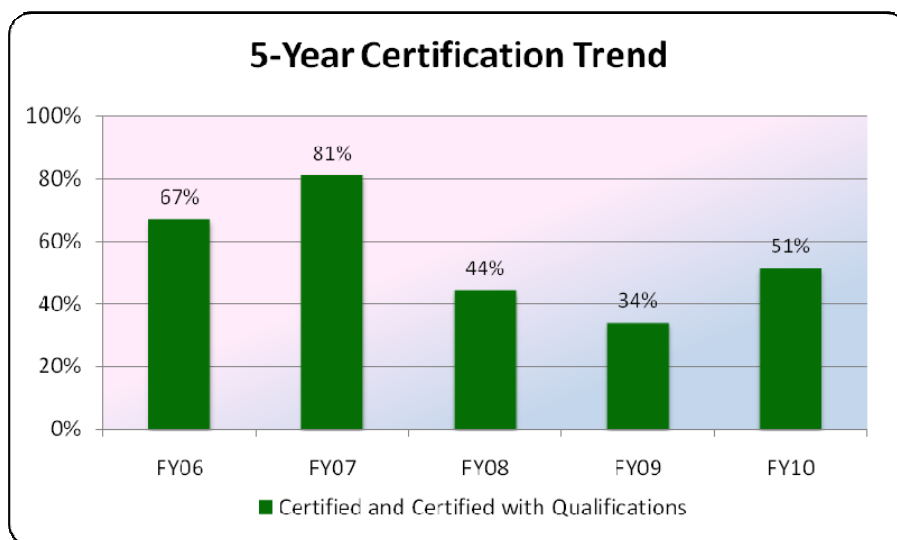
Certification Ratings	
Certified	<p>The reported performance measure is accurate (+/- 5%)</p> <p>And,</p> <p>Adequate procedures are in place for collecting and reporting performance data; sufficient documentation of performance was maintained.</p>
Certified with Qualifications	<p>The reported performance measure is accurate (+/- 5%)</p> <p>But,</p> <p>Adequate procedures are <i>not</i> in place for collecting and reporting performance data; (and/or) sufficient documentation of performance was not maintained.</p>
Not Certified	<p>Actual performance is not within 5% of reported performance and/or the error rate of tested documents is greater than 5%</p> <p>Or,</p> <p>Actual performance measurement data could not be verified due to inadequate procedures, insufficient documentation, or information system deficiencies</p> <p>Or,</p> <p>Actual performance measurement data was accurately calculated but was not consistently posted to the public database.</p>

Maricopa County Internal Audit's PMC program has earned recognition and awards from:

- National Center for Civic Innovation
- Government Finance Officers Association
- National Association of Counties
- Association of Local Government Auditors

Certification Trends

The number of measures receiving a certified or certified with qualifications rating improved in FY 2010 after two years of decreases. The primary reasons measures were not certified continues to be a lack of supporting documentation and inadequate procedures for collecting, measures, and reporting performance.



Scope and Methodology

For each organization, we judgmentally selected measures to review, primarily focusing on result measures reported between FY09 and FY10. We tested the accuracy of the measures, determined the reliability of the procedures used to collect data, and assigned one of three certification ratings. Our evaluation focused on both quarterly and annual results, as determined by a measure's time relevance and its reporting frequency.

Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Agency Report Cards

We issued individual report memos to agency management, detailing our assessment of each performance measure. These memos are available upon request.

Assessor's Office

We reviewed four key result measures. We rated one as "Certified" and three as "Certified with Qualifications." The County Assessor's Office lacks documented procedures for accurately tracking, calculating, and reporting all of its key result measures.

Performance Measures	Results	Reported Performance is Accurate	Documentation is Sufficient	Procedures are Adequate
1. Percent of public and other government agencies that rate our quality customer service as "satisfied" or better	Certified	Yes	Yes	Yes
2. Percent of mobile home assessments completed	Certified (w/ Qualifications)	Yes	No	No
3. Percent of business personal property accounts valued fairly and equitably	Certified (w/ Qualifications)	Yes	No	No
4. Percent of real property valued fairly and equitably	Certified (w/ Qualifications)	Yes	No	No

We relied upon data from the Assessor's Application in our review. This system was reviewed during the FY 2010 Assessor's Office audit.

Recommendations

Assessor's Office management should:

- A. Develop written policies and procedures for tracking, collecting, and reporting data for each measure.
- B. Retain supporting documentation for figures reported to MFRIS database or change information source to the Assessor's Abstracts.
- C. Change measure #2 (mobile home assessments) to an annual measure.
- D. Revise measures #3 (business personal property) and #4 (real property) to reflect only successful appeals.

Attorney's Office

We reviewed five key result measures. As shown below, we rated all five as “Not Certified.” The Maricopa County Attorney’s Office (MCAO) has written policies and procedures for tracking, calculating, and reporting its key result measures for four of the five measures reviewed, but those procedures were not adequate to ensure accuracy or to aid MCAO personnel in recreating reported data. Office staff members report they are in the process of working with the Office of Management and Budget (OMB) to establish more meaningful measures.

Performance Measures	Results	Reported Performance is Accurate	Documentation is Sufficient	Procedures are Adequate
1. Percent of vehicle theft prosecutions completed within 180 days of arraignment	Not Certified	No	Yes	No
2. Percent of meth and major drug offenses completed within 180 days of arraignment	Not Certified	No	Yes	No
3. Percent of adult criminal cases completed within 180 days	Not Certified	N/A ¹	No	No
4. Percent of victims satisfied as determined by a satisfaction survey	Not Certified	No	Yes	No
5. Percent of clients satisfied with legal advice provided as determined by a customer satisfaction survey	Not Certified	N/A ²	No	No

¹ Unable to test due to lack of supporting documentation

² Unable to test, no performance was reported

Recommendations

MCAO management should:

- A. Improve procedures for the collecting, calculating, and reporting of performance measure data. Ensure a secondary review is in place to verify information reported is accurate.
- B. Retain supporting documentation for figures reported to MFRIS database that are generated from dynamic systems (such as the County Attorney Information System).
- C. Continue working with OMB to establish mutually beneficial measures with a higher degree of validity.

Public Defense Services

We reviewed 15 key result measures for Juvenile Defender, Legal Defender, and the Office of Public Defense Services (OPDS). We rated the 5 measures from Juvenile Defender and Legal Defender as “Certified” and the 10 OPDS measures as “Certified with Qualifications.” OPDS was lacking adequate procedures for measuring and reporting performance.

Performance Measures	Results	Reported Performance is Accurate	Documentation is Sufficient	Procedures are Adequate
Juvenile Defender				
1. Percent of juvenile delinquency and incorrigibility cases with disposition to lesser charges or fewer counts	Certified	Yes	Yes	Yes
2. Percent of juvenile probation cases with disposition other than revocation	Certified	Yes	Yes	Yes
Legal Defender				
3. Percent of capital cases with disposition less than capital	Certified	Yes	Yes	Yes
4. Percent of non-capital felony cases with disposition to lesser charges or fewer counts	Certified	Yes	Yes	Yes
5. Percent of parent/child/case dependency petitions not granted	Certified	Yes	Yes	Yes
Office of Public Defense Services				
6. Percent of payments processed within 30 days of receipt	Certified (w/ Qualifications)	Yes	N/A ¹	No
7. Percent of adult guardian ad litem cases in which court rules in Conformity with Position Advocated	Certified (w/ Qualifications)	Yes	N/A ¹	No
8. Percent of mental health cases in which a determination is made as to commitment within 30 days	Certified (w/ Qualifications)	Yes	N/A ¹	No
9. Percent of capital cases with disposition less than capital	Certified (w/ Qualifications)	Yes	N/A ¹	No
10. Percent of misdemeanors with disposition to lesser charges or fewer counts	Certified (w/ Qualifications)	Yes	N/A ¹	No
11. Percent of witness representation cases closed	Certified (w/ Qualifications)	Yes	N/A ¹	No

12. Percent of juvenile delinquency/incorrigibility appeal cases in which the outcome is other than affirmed	Certified (w/ Qualifications)	Yes	N/A ¹	No
13. Percent of juvenile delinquency and incorrigibility cases with disposition to lesser charges or fewer counts	Certified (w/ Qualifications)	Yes	N/A ¹	No
14. Percent of juvenile notification cases in which the court grants the petition	Certified (w/ Qualifications)	Yes	N/A ¹	No
15. Percent of juvenile probation cases with disposition other than revocation	Certified (w/ Qualifications)	Yes	N/A ¹	No

¹ Public Defense Services has contracted with a vendor to develop information systems to support performance measure reporting. At the time of our review, the contractor had not completed the system implementation and we were unable to test for sufficiency. Public Defense Services reported in the MFR information system the lack of available measurement data due to system development in progress.

We performed a limited general control review of the Indigent Representation Information System, which we relied upon for data. We found no irregularities.

Recommendation

OPDS management should develop formal procedures for collecting and reporting performance information.

Public Works

We reviewed 16 key result measures for Public Works. We rated 2 as “Certified” and 14 as “Not Certified.” Certain key measures lacked adequate procedures for accurately gathering and reporting actual results, which led to insufficient documentation and inaccurate reporting of performance.

Performance Measures	Results	Reported Performance is Accurate	Documentation is Sufficient	Procedures are Adequate
Department of Transportation				
1. Percent of construction projects delivered on schedule	Certified	Yes	Yes	Yes
2. Percent of project bid documents delivered within the approved budget	Certified	Yes	Yes	Yes
3. Percent of contracts awarded within 45 calendar days of receipt of completed bid documents	Not Certified	No	Yes	No
4. Percent of plan reviews completed within specified timeframes	Not Certified	No	Yes	No
5. Percent of unscheduled signal malfunction repair work orders completed within two hours	Not Certified	No	No	No
6. Percent of plan review projects completed within agreed upon time period	Not Certified	N/A ¹	No	No
7. Percent of annual sign replacement schedule completed	Not Certified	No	Yes	No
8. Percent of annual lane miles striping schedule completed	Not Certified	N/A ¹	No	No
9. Percent of customer trouble reports completed within specified timeframes	Not Certified	No	Yes	No
10. Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	Not Certified	No	Yes	Yes
Solid Waste				
11. Percent of customers surveyed who report being satisfied or very satisfied with the convenience of household hazardous waste disposal services provided	Not Certified	No	Yes	No

12. Percent of Maricopa County residents surveyed who report awareness of the impacts, consequences, and alternatives to illegal dumping	Not Certified	No	Yes	No
13. Percent of identified illegal dump sites remediated	Not Certified	No	No	No
14. Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	Not Certified	No	No	No
15. Percent of all waste tires collected that are properly disposed in accordance with Arizona State Statutes	Not Certified	No	Yes	No
16. Percent of customers surveyed who report being satisfied or very satisfied with the convenience of the waste disposal services provided by the Solid Waste Management Department	Not Certified	No	Yes	No

¹ Lack of supporting documentation prevented testing of accuracy

Recommendations

Public Works' management should:

- A. Establish written procedures for all measures; include a provision for a secondary review of calculations, support, and reported data to better ensure accuracy.
- B. Update the procedures or change the name of measure #6 (Plan Reviews Completed) to reflect that the measure tracks plan review processes completed rather than entire plan reviews.
- C. Adjust calculation methodology for measure #7 (Sign Replacement) to include actual number of signs replaced.
- D. Adjust denominator for measure #8 (Lane Striping) to include numbers that can be reliably tracked.
- E. Adjust calculation methodology for traffic volume when a partial day's traffic count or visual estimate is used to calculate measure #10 (Secondary Accidents).
- F. Archive reports pulled from dynamic systems such as Plan Track so data can be supported several periods after it has been reported.
- G. Consider changing the data source for Measures 11, 12, and 16 from Survey Monkey to a survey conducted by Research and Reporting.

STAR Call Center

We reviewed one key result measure for the STAR Call Center. We rated the measure as “Not Certified.” This key measure was not accurately reported. Adequate procedures for gathering and reporting actual results were lacking.

Performance Measure	Result	Reported Performance is Accurate	Documentation is Sufficient	Procedures are Adequate
Percent of calls answered within 30 seconds	Not Certified	No	No	No

We did not certify any measures based on information obtained from a computer system; therefore, no system reviews were performed.

Recommendations

STAR Call Center management should:

- A. Develop written policies and procedures for tracking, collecting, and reporting performance measure data.
- B. Retain supporting documentation for figures reported to the MFRIS database.

Agency Responses

AUDIT RESPONSE
PERFORMANCE MEASURE CERTIFICATION
ASSESSOR'S OFFICE
April 5, 2010

Issue:

We rated four key result measures, one as "Certified" and three as "Certified with Qualifications." Measures lacked sufficient procedures or documentation to accurately track, calculate, and report key performance measures.

Recommendation A: Develop written policies and procedures to track, calculate, and report all measures.

Response: Concur – in process. Over the past several months, we've been looking at all our measurements. We are meeting with activity leaders to get greater consistency in reporting and documenting their measurement while creating policies and procedures identifying those processes.

Target Completion Date: 06/30/10

Benefits/Costs: Increased control over accuracy and accountability.

Recommendation B: Retain all supporting documentation for figures reported to MfRIS database or change information source to the Assessor's Abstracts.

Response: Concur—will implement with modifications. We currently report the information given to us by the activity leaders. Some of the information given is live data which is ever changing. With the limitations of our system and its reporting capabilities, creating supporting documentation is challenging. We do in many cases use the Assessor's Abstract to report certain measurements and will continue to do so per this report.

Target Completion Date: 06/30/10

Benefits/Costs: Enhanced documentation quality and uniform processes.

Recommendation C: Change the "% of mobile home assessments completed" measure to an annual frequency.

Response: Concur-In Progress. In the past this measurement was reported on an annual frequency, however when the new MFRIS system was introduced it got changed to quarterly. We will work with the MFR team to get this changed to annually.

Target Completion Date: 06/30/10

Benefits/Costs: Improved data reporting accuracy.

Recommendation D: Consider revising measures for percent of real and business personal properties “valued fairly and equitably” to measure the success of defending appeals.

Response: Concur—implementation not currently possible. Ultimately this would be the best measurement. However, with our current mandated valuation cycle this would be difficult to implement due to the appeals process. The current appeals process always crosses fiscal years and often time multiple fiscal years. It would be hard to report the success of defending a valuation on a property in the current FY when the appeals process is not completed in that FY. With the current County MFR structure, your recommendation is not possible.

Target Completion Date: N/A

Benefits/Costs: Improved data reporting accuracy.

Approved By:



Elected Official



Date

AUDIT RESPONSE
PERFORMANCE MEASURE CERTIFICATION
MARICOPA COUNTY ATTORNEY'S OFFICE
May 10, 2010

Issue:

We rated five performance measures as "Not Certified." Measures lacked sufficient procedures or documentation to accurately track, calculate and report key performance measures.

Recommendation A: Establish written procedures for the collecting, calculating, and reporting of performance measure data. Ensure a secondary check is in place to verify information reported is accurate.

Response: Concur in part.

Note on Measure #5, Percent of Clients Satisfied with Legal Advice

During the Thomas administration, Civil Division client satisfaction surveys were not conducted after the onset of litigation with the BOS concerning the scope of responsibility of the MCAO Civil Division. We concur that the described methodology should be used. MCAO is in the process of developing a corrective action plan regarding the Civil Division. MCAO will assess the appropriateness of resuming the client satisfaction survey and providing quarterly MFR information or measures for the Civil Division.

Measures #1, #2, #3 - Written Procedures

Written procedures currently exist for the collection, calculation and reporting of performance measure data. The "data collection rules" for measures #1, #2 and #3 were submitted to the County Auditor per his request during the Audit. These rules include the internal CAIS (County Attorney Information System) report number used for each measure (accessible through CAIS) and the underlying logic of the query. The detailed calculation description is also included here and is online in our MFR reporting form. The calculation description details the step by step mathematical formulas and what is included and excluded in each measure.

Measure #4 – Written Procedures

The MCAO also provided a copy of the internal "Victim Satisfaction Survey Instruction Manual" to the County Auditor per his request during the audit. This includes specific directions on how to log the monthly victim statistics in Microsoft Excel, how to prepare the monthly survey report and the distribution list for the final report. Not included in this manual are the specific mathematical formulas for calculating the satisfaction rates required for the MFR. We will add this calculation information to the manual as a result of these recommendations. We will also ensure that all surveys received during a calendar month are entered and calculated for that month and not post-dated and inadvertently used in calculations for future months.

Measures #1, #2, #3, #4 – Secondary Checks

Secondary checks already exist and are completed for measures #1, #2, #3 and #4. The MCAO Statistician runs the CAIS queries for measures #1, #2 and #3 each quarter and ensures their accuracy before submitting them to the MFR Coordinator. The MFR

Coordinator then completes a secondary check to verify the information reported is accurate before entering the final quarterly MFR data online.

The data collected for measure #4 is verified three different times before submitting as a final result. Initially it is collected and analyzed by the Victim Services Legal Support Supervisor who oversees distribution and collection of the monthly satisfaction surveys. She enters the surveys one by one in a database as the responses arrive in the office. She compiles a monthly report of all the results. She submits the report to the Victim Services Division Chief for a secondary check and final approval before submitting it to the County Attorney. After these reviews, the monthly survey report is submitted to the MFR Coordinator who completes a third and final check of the numbers, calculates the monthly average and then enters the final quarterly MFR data online.

Target Completion Date: Completed.

Benefits/Costs: Increased control over accuracy and accountability.

Recommendation B: Archive reports used for reporting that are generated from dynamic systems such as the County Attorney Information System to preserve supporting documentation for future reviews.

Response: Concur – Completed.

The results for measures #1, #2 and #3 are generated from CAIS (County Attorney Information System). CAIS is the primary online case documentation system for the MCAO. MCAO employees enter and update case data in CAIS throughout the day. In addition, data is updated from data exchange feeds that occur several times a day. As a result, the data contained in CAIS is fluid and dynamic, changing daily and even hourly. This makes it unlikely that the same results will be achieved each time the same query is run. As a result of the audit recommendations, we will now maintain a printed or electronic copy of the CAIS search results each time an MFR query is run. This will ensure that the supporting documentation for each of these measures is preserved for future audit reviews.

The CAIS system is unable to generate complete data for all facets of these three measures and so in some instances there will be no reports to preserve as there will be no data. In these instances we will preserve a cover page from CAIS indicating the results are zero.

The results for measure #4 are already preserved. The original victim satisfaction surveys that are completed and returned to the MCAO are retained in files (on-site) by our Victim Services Division for three years. This has always been the policy of the Victim Services Division and is still maintained today. However, identifying victim information may be protected from disclosure.

Target Completion Date: May 7, 2010

Benefits/Costs: Retaining a copy of the query results each time a report is run will enhance our data quality and will provide confirmation of each snapshot of data for the accuracy of future audits.

Recommendation C: Continue working with OMB to establish mutually beneficial measures with a higher degree of validity.

Response: Concur – in process.

MCAO will work with OMB and our assigned MFR representatives to establish measures meaningful to a prosecution office.

Target Completion Date: Ongoing.

Benefits/Costs: Improved managerial information.

Approved By:

Carol L. M. Fadden
Elected Official

5/10/10
Date

for Richard M. Rowley
County Attorney

**AUDIT RESPONSE
PERFORMANCE MEASURE CERTIFICATION
OFFICE OF PUBLIC DEFENSE SERVICES**

March 19, 2010

Issue:

We reviewed 15 key results measures for Juvenile Defender, Legal Defender, and the Office of Public Defense Services (OPDS). We rated the 5 measures from Juvenile Defender and Legal Defender as "Certified" and the 10 OPDS measures as "Certified with Qualifications." OPDS was lacking adequate procedures for measuring and reporting performance.

Recommendation: OPDS management should develop formal procedures for collecting and reporting performance information.

Response: Concur – In Process

The processes for collection and entry of the underlying data for OPDS have already been implemented. OPDS is dependent upon a private contractor for the programming changes required to retrieve, analyze, and report the data. Because the underlying data is being collected and entered, we expect to be able to provide all data required (including past quarters), by the stated target completion date below.

Target Completion Date: 09/30/10

Benefits/Costs: Increased reliability of performance data to facilitate resource allocation and efficiency within Public Defense Services.

Approved By:



Director

3/19/10

Date



County Manager

3/29/10

Date



MARICOPA COUNTY

Public Works

PERFORMANCE MEASURE CERTIFICATION AUDIT RESPONSE DEPARTMENTS OF TRANSPORTATION AND SOLID WASTE MANAGEMENT

APRIL 15, 2010

Issue: Internal Audit reviewed 16 Department of Transportation (MCDOT) and Solid Waste Management (SWM) key results measures, and rated two MCDOT measures as "Certified" and the other 14 "Not Certified." Certain key measures lacked adequate procedures for accurately gathering and reporting actual results.

Response: *Concur.* Public Works agrees with the results of the audit.

Recommendation A: Establish written procedures for all measures; include a provision for a secondary review of calculations, support, and reported data to better ensure accuracy.

Response: *Concur.* Public Works Activity Leaders summarize data collection and measure calculations on what is called a "Result Measure Summary Form." These documents are published on our intranet, and were referred to extensively by the Audit team. During the audit process, however, these forms were oftentimes found to be incomplete, inaccurate, and/or inadequate. Public Works recognizes the need for more formal procedures to track, calculate, report, and support Result measures. Public Works also recognizes the necessity for a secondary review of reported results to validate the integrity of reported data.

Target Completion Date: Key result measures reviewed in this auditing cycle will be completed by 10/01/10.

Benefits/Costs: Increased reliability of performance data. Increased control over accuracy and accountability.

Recommendation B: Adjust calculation methodology for traffic volume when a partial day's traffic count or visual estimate is used to calculate the *Percent of travelers that experience no secondary accidents while traveling through or approaching an incident.*

Response: *Concur.* This recommendation is implemented.

Target Completion Date: Complete

Benefits/Costs: Increased reliability of performance data.

Recommendation C: Adjust calculation methodology for *Percent of annual sign replacement schedule completed* to include actual number of signs replaced.

Response: *Concur.*

Target Completion Date: 06/30/10

Benefits/Costs: Increased reliability of performance data.

Recommendation D: Adjust denominator for *Percent of annual lane miles striping schedule completed* to include numbers that can be reliably created.

Response: *Concur.*

Target Completion Date: 06/30/10

Benefits/Costs: Increased reliability of performance data.

Recommendation E: Archive reports pulled from dynamic systems such as Plan Track so data can be supported several periods after it has been reported.

Response: *Concur.*

Target Completion Date: 04/30/10

Benefits/Costs: Increased reliability of performance data.

Recommendation F: Update the procedures or change the name of the *Percent of plan review projects completed within agreed upon time period* to reflect the fact that the measure tracks plan review processes completed rather than entire plan reviews.

Response: *Concur.* Individual reviews within each project are tracked against the goal.

Target Completion Date: Complete

Benefits/Costs: Increased reliability of performance data.

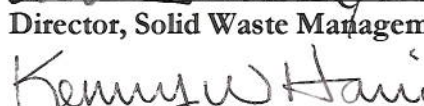
Recommendation G: Research alternative tools and resources to enhance the overall value, utility, and reliability of customer satisfaction surveys currently in use by Solid Waste.

Response: *Concur.* Solid Waste Management will seize the opportunity to rethink Result measures going into FY 12. The current measures were established a couple of years ago with good intentions, but they may be impractical.

Target Completion Date: 10/01/10

Benefits/Costs: Increased value, utility, and reliability of performance data.

Approved By:

	4-16-2010
Director, Transportation	Date
	4/14/2010
Director, Solid Waste Management	Date
	4/16/10
Assistant County Manager, Public Works	Date
	4/19/10
County Manager	Date

**AUDIT RESPONSE
PERFORMANCE MEASURE CERTIFICATION
STAR CALL CENTER**

March 12, 2010

Issue:

We reviewed one key results measure: "Percent of calls answered within 30 seconds." We rated the measure as "Not Certified." This key measure was not accurately reported. Adequate procedures for gathering and reporting actual results were lacking.

Recommendation A: Develop written policies and procedures for tracking, collecting, and reporting measure data.

Response: Concur – in process

Target Completion Date: 3/22/2010

Benefits/Costs: Increased control over accuracy and accountability.

Recommendation B: Retain supporting documentation for figures reported to MfRIS database.

Response: Concur – in process

Target Completion Date: 3/22/2010

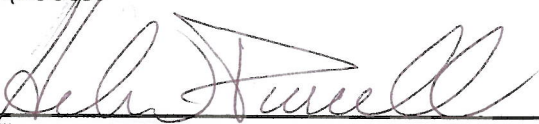
Benefits/Costs: Enhanced documentation quality and uniform processes.

Approved By:



Director

3-12-10
Date



Elected Official

3-12-10
Date